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## TRAINING AND DEVELOPMENT AS A COMPETITIVE ADVANTAGE IN THE COMPANY

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### ABSTRACT

This work aimed to describe the training and development (T&D) process in a continuous way, existing in a national cosmetics company, as well as identified in the organization the need for training, determining its stages and performing a comparative analysis before and after training, describing the research participants' perception of training. The present research was characterized as exploratory and descriptive case study. The instrument for data collection was a semi-structured questionnaire, applied to ten employees on the company's front line. In which, five employees have already undergone training and have been with the company for three years and the remaining five, untrained, who were recently hired by the organization. As a result, it was noticeable that the employees already trained become partners of the organization, reaching the planned goals, acting safely in the service and presentation of products and promotions to customers. As opposed to untrained employees, who, due to insecure service, presented catastrophic results for the organization. For both cases the training must be continuous and necessary for a better performance. The most punctuated methodology for training was face-to-face, due to the interaction it promotes, thus facilitating the understanding and clarity of information.

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## INTRODUCTION

Immersed in the world of technology, companies are connected, totally open and without barriers to information, with access to various tools in obtaining goods and services. For this, organizations must be prepared to deal with the speed of processing innovations, not leaving aside its main asset, human capital. In view of this, with the vision of the employee as human capital, it is necessary to encourage organizations in the search for knowledge, with the perspective of mutual growth, both for companies and for employees, as it is the driving force of all processes organizational. According to Chiavenato (2009), knowledge can be acquired in several ways, one of which is training, which is a short-term educational process, applied in a systematic and organized manner, so that training can lead to organizational development is Well-designed planning is needed to ensure

that the objectives for which it is intended are effectively achieved. It is important that this process is focused on the development of people's skills and competence in the performance of their duties. In this perspective, this work aims to describe the training and development (T&D) process in a continuous way existing in a cosmetics company in Cajazeiras, Paraíba, as well as to identify the organization's steps in the need for training; determine your steps; perform a comparative analysis in the development of the execution of organizational processes, before and after training; and describe the development of the employees who experienced the training. The training process serves as a transformation program, where employees begin to develop the skills and competencies necessary for the position in which they work and consequently assume new responsibilities in favor of the organizational vision (MARRAS, 2000).

In this context, the T&D program provides several benefits in a “win-win” system. For managers, this attitude contributes to the adequate development of all, in search of a common goal. Promoting development, recognition and a higher level of competitiveness on the part of the company due to its competition. The interest in the theme of this research is directly related to the importance of T&D for the development of companies. As well as, in observations and data collection through research and reading that demonstrate that people management acting effectively contributes exponentially to the development of organizations and their employees through T&D planning. With this, the society that, in general, is served by these companies will also benefit in order to receive better quality in the service provided by them, which provides greater customer loyalty. From an academic perspective, work contributes greatly to future research and work, as well as to the construction of scientific articles with the academic society, enriching the collection of the theme and providing data for the same business segment.

## METHODOLOGY

For Fonseca (2002), methods means organization, and logos, systematic study, research, investigation; that is, methodology is the study of the organization, of the paths to be taken, to carry out a research or study, or to build science. It was an exploratory, descriptive research, a case study, qualitative and quantitative, based on studies in articles, books, theses and dissertations that have a direct and relevant link to the growth of the employee and the company through training. The organization that served as the basis for the elaboration of this research is a national franchise network, specialized in cosmetics and perfumery, located in the city of Cajazeiras, in the state of Paraíba. The city of which has an estimated population of 61,993 inhabitants (IBGE 2013). The company has a population of forty-three employees covering its service to twenty-four cities in the interior of Paraíba. For this purpose, the research was applied at the Cajazeiras city unit, which has ten employees, five of whom have been with the company for three years and who have already undergone training programs and five who, in the face of a restructuring carried out at the company, were recently hired. Consequently, they have not yet gone through the training program offered by the organization, in which, after reading and signing the Free Informed Commitment Term, they filled out the questionnaire at the workplace for believing in the proposal that the research brought. Employees who were out of the company at the time of applying the questionnaire, whether on maternity leave, health certificate or even on vacation, did not participate in the survey.

As a tool for data collection, two semi-structured questionnaires were used: one applied to five untrained employees; the other to the five employees who have already undergone training. Both questionnaires were composed of two stages; the first refers to socio-demographic aspects; and the second stage refers to data on the theme. The data were collected in the first half of 2020, being applied in the establishment itself, for bringing greater accessibility and tranquility to the participants. The study respected the ethical concepts defined with regard to the zeal for the genuineness of information, privacy and confidentiality of information, without harming the image of the organization and employees. Understanding that all research needs to be based on ethical principles, the present study is based on resolution 510/16 of

the National Health Council, where it presented ethical issues regarding research with human beings, with a view to respecting human dignity and the care for research participants (BRAZIL, 2012). The project passed through the Research Ethics Committee, with approval with the number of the substantiated opinion 3,926,695 and CAAE 27145319.4.0000.5180, after the approval the questionnaire was applied. The collected contents were protected, involving absolute confidentiality, making the participating researcher responsible, who must keep all information, signing the commitment through the Term of Commitment and Responsibility with the research. After collecting the data, they were treated with the help of Microsoft Office Excel 2010, where they were presented in tables and graphs regarding the responses to the questionnaire in an attempt to answer the objectives proposed by the research.

## ANALYSIS AND DISCURSION OF RESULTS

**Socio-Demographic Aspects:** The subjects participating in the research were employees of the Direct Selling sector, totaling the universe with 10 subjects, all in the front line, in the positions of attendant, supervisor and demonstrated, of a national cosmetic company existing in the city of Cajazeiras, Paraíba, Brazil, for seven years working in the cosmetic and beauty segment, who participated in this research by filling out a semi-structured questionnaire, after signing the Free and Informed Term of Commitment and being aware of the research objectives, in which the profile of the employees surveyed was initially observed and then the analysis regarding the degree of agreement, which seeks to feed and respond to the objectives described by the work.

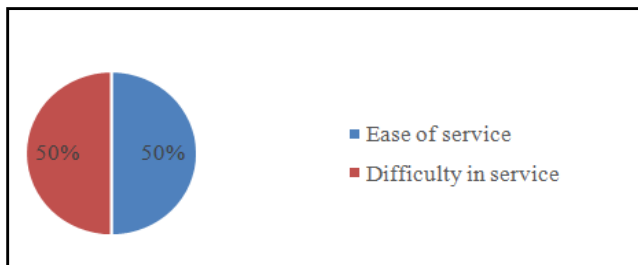
**Table 1: Socio-demographic data obtained, with the distribution of participants by gender, age group, marital status, monthly income and education.**

| Variables          | AbsoluteReferences<br>(unit) | References<br>Relative |
|--------------------|------------------------------|------------------------|
| Gender             |                              |                        |
| Feminine           | 8                            | 80%                    |
| Masculine          | 2                            | 20%                    |
| Age range          |                              |                        |
| 18 to 25           | 5                            | 50%                    |
| 26 to 35           | 5                            | 50%                    |
| Marital status     |                              |                        |
| Single             | 7                            | 66,7%                  |
| Married            | 2                            | 20%                    |
| Divorced           | 1                            | 13,3%                  |
| Monthlyincome      |                              |                        |
| 1 to 2             | 8                            | 83.33%                 |
| MinimumWages       |                              |                        |
| DegreeofEducation  |                              |                        |
| Secondaryschool    | 7                            | 75%                    |
| Universitygraduate | 3                            | 25%                    |
| Total              | 10                           | 100%                   |

Source: Elaborated by the author, 2020.

With table 01, it can be seen in relation to gender the percentage of 80% for women and 20% for men, showing a predominance of women, the sample had a balance in terms of the age of the participants, in which 50% is between 18 and 25 years and 50% between 26 and 35. Regarding marital status, mostly 66.7% are single. According to the rents ascertained, 83.33% correspond to receiving 1 to 2 minimum wages. Regarding the level of education, 75% of respondents completed high school, and only 25% of respondents have a degree.

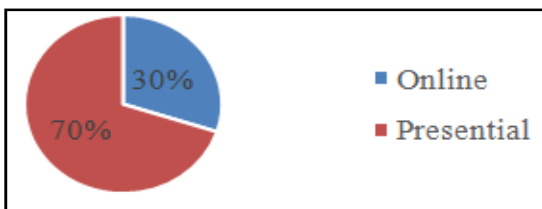
Age directly reflects income and gender in the implications of the human capital theory, which provides for a discrepancy in the measured income of individuals with professional experience, directly affecting gender and especially among those with lower levels of education (MENEZES, FERNANDES E PICCHETTI, 1999).



Source: Elaborated by the author, 2020.

**Graph 1. Difficulties of employees regarding service**

In a sample of 10 (ten) participants, we found what was expected, of the 05 employees already trained, all showed ease in terms of service, in terms of products, customer handling, verbal presentation, among others, including with customer acceptance. with the quality of service. While the 50% untrained, stated that their doubts are recurrent in several aspects, they end up not doing a good service, leaving something to be desired in customer satisfaction. The newly hired participants aim for training, as they perceive in others the ease in receiving, understanding and handling with the customer and the products, that is, for them to remain in the organization they will have to achieve excellence in service as quickly as possible. quality, as it is a priority in the organization. Service is the main tool of a company to conquer each and every customer, and its quality is indisputable for the final result, that is, the purchase of a certain product and the satisfaction of it. The client must be treated as a priority, must be heard, accompanied and be called preferentially by name and, above all, with respect to their decisions and opinions (GODRI, 1994). According to Detzel and Desatnick (1995), customer service is like a starting point for the company's success. It is not limited only to the moment of purchase, but also to post-sale, the company must use communication processes to know the customer's opinion regarding the service, product and service acquired, thus strengthening the company / customer partnership. From this stage, a separate analysis of trained and untrained employees was carried out, with their positions and points of view.

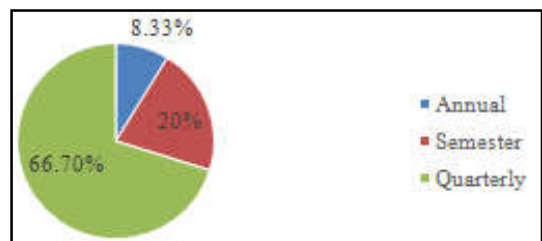


Source: Elaborated by the author, 2020.

**Graph 2. How employees prefer to be trained, due to the efficiency that the training offers**

**Analyze employees already trained by the organization:** In graph 02, the 05 trained employees were analyzed, and obtained that 30% choose to receive online training, through platform, as they affirmed to be more practical, efficient and optimize the time, due to the countless daily activities, while

70% they prefer face-to-face training, as they stated that they absorb the content better, due to the greater interaction and clarity of how the information is passed on. Face-to-face training is the training carried out with the physical presence of the instructor and the trainee, whose objective is to qualify, recycle, update and / or improve the performance of the trained. Distance training, on the other hand, is the type of training that is characterized by physical separation between the instructor and the trainee, using means of communication to promote interaction between both and transmit educational content (CHIVENATO, 2013). For Chiavenato (2013), both face-to-face and distance training promote benefits, what will differentiate is the scenario for its use, a scenario that involves local culture, availability of participants, access to digital media, among other tools they need be evaluated so that the training takes place and produces positive results.



Source: Elaborated by the author, 2020.

**Graph 3. Desired frequency of employee training**

In the approach with the five trained employees, in which they affirmed the training to be fundamental for a good performance of their activities and who wish to continue receiving continuous training, in which the majority, with a majority of 66.7% of the interviewees, believe that the ideal is training. happen every three months. As training is a continuous learning process, it is essential to implement a continuous training plan, considering the various benefits, among them: increased productivity; cost reduction; increased engagement; reduction of turnover (CHIAVENATO, 2010), and mainly, the monitoring of trends in the cosmetics market, currently in the business world, the processes, technologies, tastes, needs are changing very fast, and it is necessary to be connected to reality and do with the company to constantly update itself to stay in the market.



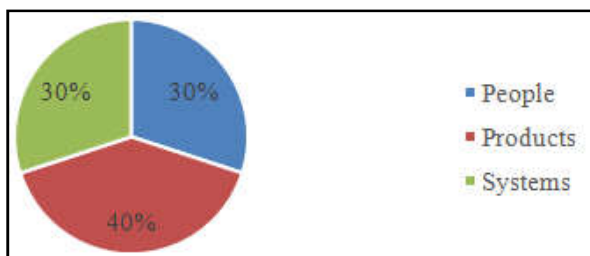
Source: Elaborated by the author, 2020.

**Graph 4. How employees perceive training**

In a population of 10 (ten) interviewed, 6 (six), which represents 55%, replied that right after participating in some training, they feel motivated, ready to act, trained, knowledgeable about the products and the company, and able to place the that was learned in practice, interested in the change that the training caused in their professional lives, consequently their performance in the company grows. While 4 (four) employees, representing 45%, answered that they feel tired, fatigued after the training, by the method used in the company to train them, this point, which needs to be revised, so that the training has the expected effect everyone needs to

be engaged in the same perspective and objective. There must be a concern about the quality of the application of training activities. The factors that influence the quality of the application of the training program, according to Marras (2011): the didactics of the instructors; technical preparation; the logic of information; the quality of resources; and the techniques used, are preponderant factors for training efficiency. It is necessary that all the factors listed by the aforementioned author, when well related, to each other, promote the desired efficiency due to the diagnosis made for the training, that is, it is necessary that there be a good implementation and execution of what was previously planned, if this is the case. failing to do so may impair the absorption of information passed on to the trained and will cause fatigue and demotivation.

**Analyze employees who have not undergone training in the organization:** Analyzing the untrained employees, who total 05 (five) interviewees, all answered that they had several difficulties in all areas and that they need the training to exult their activity with excellence.



Source: Elaborated by the author, 2020.

**Graph 5. Difficulties of the untrained**

Graph 05 shows three areas of greatest difficulty: products; systems and people (customers). Remembering that the customer service training offered by the company gives support to the mentioned areas. In which, 40% answered that their main difficulty is in the products, in the entire cycle, such as: period of validity of the promotions; price change; new products launched; how to offer a certain product; how to sell it, among others. Regarding the systems themselves, 30% pointed out great difficulty, with regard to the stock position; product availability; carrying out the sale; discount application, among others. The remaining 30% stated that customers in attendance are their main difficulty, given their shyness; insecurity; shame; fear; points this also worked during customer service training. In view of the analysis of the data obtained, it was possible to present evidence of the importance of continued training, for the good result of the company. According to Dutra (2009), the organization's development is directly related to its ability to develop people and be developed by people.

## Conclusion

In the business world, it is necessary to continuously update processes, in promoting the delivery of products and / or services with innovation and quality. In view of this, this work has proposed to describe the training and development process (T&D) in a continuous way, with its difficulties and benefits for the existing employees of a cosmetic company in Brazil located in the city of Cajazeiras. For employees, there is a need for continuous training to strengthen their work activities, leaving them fit, confident, qualified, trained and ready to meet

the needs of the company and customers. Investing in training is a guarantee that the employee will deliver better results for the organization, ensuring satisfied customers and the company's success. However, training needs to be consistent, it needs to be involved in the planning of a continuing education program, for professional development inside and outside the company, valuing the employee, leaving him / her feeling part of the company. Once all employees are trained and perceived as partners of the organization, their duties and productions are valued, due to the added potential in the quality of the products and or services offered. Reflecting on the reduction of the turnover rate, cost reduction with new hires, reduction of absenteeism, dissatisfaction, increase in productivity, stimulating and encouraging teamwork, promoting self-confidence and mainly, raising the level of competitiveness among competitors. It is still possible to attribute the success of these employees to the method used to train them and the assiduity that the training takes place, mixing the face-to-face method with more efficient results, and the EAD (virtual platform), arranged according to the analysis of the employees' needs, as: available time; stimulate motivation; need for product presentation, logistics for training; launch of new products; among others, it is clear that the results after the training are positive in reaching the objectives, mainly as results of more active and encouraged collaborators, for everything that was learned in training. In contrast, untrained employees at the company's front line are insecure in the face of service situations, full of doubts and uncertainties regarding products, prices, promotions, making the entire service and sales process difficult. There are several factors that influence this, such as, constant difficulties about the products, shyness to offer something, close the sale, difficulty in relation to the systems used by the company, fearful attitude towards a customer, among others.

Addressing the motivation of employees, there was a need for constant training planning, observing their real needs. Understanding that the method used for already trained employees, needs to be differentiated from untrained ones. If the same method is applied, it may not produce the desired result for the organization, causing fatigue and wear on this employee, leaving the company as the only option for the employee to leave. In view of this, he noted that untrained employees tend to be unmotivated and insecure, causing the company to lose not only customers, but credibility. For trained employees, satisfaction and motivation in what they do is perceived, reaching a higher level of productivity, achieving sales through a differentiated service, making the company stand out from the competition. The main capital belonging to a company is human capital, seeing and valuing the capacity of its employees, regardless of positions and levels, forming a path for professional development, which directly influences the company's results, contributing to a level of excellence in constant growth of a healthy organizational climate.

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